

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Fourth DDA Quarterly Review Scheduled for 7 November 1984

FROM:

Chief, Plans Branch
Policy and Plans Group

EXTENSION

NO.

DATE

4 September 1984

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

2. C/PPG

3. DD/P&M

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15.

1. Attached for your review and comments is a suggested agenda for the upcoming fourth DDA Quarterly Review of OS activities.

2. In an attempt to keep it crisp and with "new faces", while at the same time cover the item required, I recommend that D/S summarize all eight FY 1984 MBO items and give a ten minute presentation on office accomplishments (as requested in the attached 14 August 1984 DDA Memo.)

3. D/S talk can then be followed up by the ADP general update (which is one of the DDA's continuing topics of interest) and by the PSI theme package, highlighted by field office personnel.

4. FYI, the dry run will be on 24 October 1984 at 1330 hours. We will ask MBO principals and presenters to submit their data to PPG by 12 October 1984 in order for "rough draft" vu-graphs to be prepared for the dry run.

SECRET

AGENDA

OFFICE OF SECURITY

FOURTH QUARTERLY REVIEW

7 November 1984

0930 - 1100 Hours

Room 6S-02,

25X1

0930 - 1000 Introductory Remarks by Director of Security

- ° State of the Office
- ° Summary of FY 1984 MBO Items
- ° FY 1984 Office Accomplishments

1000 - 1010 ADP Activities Update

25X1

OS/ADP Control Officer,
PPG)

1010 - 1050 Personnel Security Activities

25X1

1050 - 1100 Discussion

25X1

SECRET

* DDA 84-2409

14 AUG 1984

MEMORANDUM FOR: Director of Communications
 Director of Data Processing
 Director of Finance
 Director of Information Services
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training and Education

OS REGISTRY
 FILE OPM-3C

FROM: Harry E. Fitzwater
 Deputy Director for Administration

SUBJECT: Planning

REFERENCES: A. Multiple Adse memo fm EXDIR, dtd 31 Mar 83,
 Subj: CIA Strategic Plan, 1982-1992
 (BYE 020/1-83)

B. Addendum (1984), dtd Mar 84, Subj: Central
 Intelligence Agency Strategic Plan, 1982-92

[REDACTED]

1. You are requested to validate and revise your Office's five-year plan in accordance with DA goals and assumptions and the referenced CIA Strategic Plan, 1982-1992, and its 1984 Addendum (References A. and B.). Your plan should be a relatively brief document (6-8 pages) describing the primary objectives your office will pursue. Your Office objectives should contribute to the accomplishment of DA goals. As in past years, you are requested to select those significant objectives on which you propose to report at quarterly reviews during FY 85. Please submit your revised five-year plan and proposed FY 85 objectives (with milestones) for approval by 12 October 1984. [REDACTED] of my staff will coordinate the FY 85 planning program and the quarterly review sessions. In the final quarterly review session for FY 84 (to be scheduled for October/November), each Office Director is requested to present a brief (10 minutes) review of the accomplishments of his Office in FY 84.

ALL PORTIONS UNCLASSIFIED

OS REGISTRY
 8/15

2. A list of DA goals and a list of DA assumptions, both for FY 84, are attached. If you wish to propose any changes to these documents for FY 85, please submit them to me by 24 August 1984. We will distribute updated FY 85 lists to you by 31 August 1984.

STAT 3. In addition to the quarterly reviews and Office-level five-year plans, I want Office (and Career Management Staff and Safety Staff) participation in the generation of a DA Long-Range Support Plan. This Plan should be compatible with the referenced documents and should itself reflect strategic planning for the DA. [redacted] will chair a Support Planning Task Force charged with generation of the Plan. Membership of the Task Force should include a senior officer with planning responsibility from each of the DA Offices. Please provide your Office's nominee for the Support Planning Task Force to [redacted] by 24 August 1984.

STAT 4. I would like to express my appreciation for the fine efforts that you and your personnel have devoted to the quarterly reviews of the past. The reviews gave me an excellent opportunity to meet with your personnel, to gain insight into your programs, and to ensure Directorate-wide coordination of our most important activities.

STAT [redacted]
Harry E. Fitzwater

Attachments

cc: Chief, Career Management
Staff
Chief, Safety Staff

DIRECTORATE OF ADMINISTRATION GOALS--FY 1984

1. Personnel is the single most important resource of the Directorate. Our primary goal is to create a work environment where our people are encouraged to develop as individuals and are given the opportunity to attain full potential. We must maintain an effective career development system which motivates our employees and which maximizes the potential of each employee.

Each Office shall provide an effective personnel management system which is responsive to the changing needs of the Agency. Each Office shall develop programs which meet component needs, provide opportunities for intra-directorate career development experiences, include succession planning, and encourage EEO, affirmative action, and personnel training.

2. Each Office shall instill in its employees a renewed sense of discipline and dedication to the high standards and principles espoused by the Agency, particularly in the areas of personal integrity and security. We must be attentive to the misuse of government facilities and services. We must retain an esprit de corps, a teamwork approach, and a deep sense of pride in mission and accomplishment to sustain our personnel not only throughout their Agency careers but also during their post-employment years.

3. The Directorate must provide support services in a prompt and efficient manner. Directorate support activities must be responsive, innovative, and timely. Our support efforts must enhance the efficiency of Agency operations and the accomplishment of its mission. We must maintain the mechanisms and infrastructure which are necessary to support covert action and anti-terrorist operational activities.

4. We must be prepared to meet unanticipated world-wide intelligence demands caused by a surge in collection or analysis efforts. We must maintain a flexible corps of personnel who are trained to respond quickly to our dynamic environment.

5. We must recognize our responsibility to provide a suitable working environment and we must use facilities and space effectively. Each manager shall give special attention to the cleanliness and safety of the working environment. We must recognize that health, safety, morale, efficiency, and productivity are interdependent. We must minimize the disruptions associated with office moves and we must strive for a smooth transition to the new Headquarters building.

6. All Directorate activities shall be conducted in an efficient manner with emphasis on streamlining activities by reducing waste, avoiding duplication of effort, using cost-savings techniques, and fully utilizing existing resources. We must be particularly attentive to the cost-savings, efficiency-type recommendations and studies undertaken by other government entities and private industry so that we are in a position to adopt those measures which are applicable to the Agency.

We must eliminate the potential areas of duplication which occur in providing services of common concern. We must be aware of services provided to our Agency by other government organizations. In addition, we must identify those areas which could be performed more efficiently by acquiring contractual services.

7. We must anticipate and aggressively pursue requirements and adopt improved mechanisms for inter- and intra-directorate coordination. We must maintain organizational discipline at all levels. We must recognize the sense of urgency associated with the Agency's overseas mission.

8. The Directorate must strive to exploit state-of-the-art capabilities and equipment. We must modernize and upgrade resources so that the Directorate will fulfill its missions and functions in a modern and efficient manner.

9. The Directorate must continue disaster/emergency planning which focuses attention on contingency planning and develops mechanisms and procedures which will maintain essential support capabilities under adverse conditions. We must strive to establish operational redundancies in support services. The Directorate must prepare for the continuity of essential functions during periods of national emergency and for the relocation and/or reconstitution of Agency elements.

DIRECTORATE OF ADMINISTRATION ASSUMPTIONS - FY 1984

1. The Agency will stabilize in population and resources. Economic pressures and political realities will result in a stable situation.
2. Since this stability will extend to the resource base of the Directorate, there will be continued emphasis on cost effectiveness and efficiency. The large ongoing initiatives in the Directorate will continue to absorb a large share of the resource base. The Standard Support Requirements (SSR) concept will be continued in order to permit the Directorate to maintain its base and to support new initiatives.
3. Changes in the economy, as well as new conditions associated with Agency employment (Social Security participation), will serve to make an Agency career less attractive. Our ability to hire skilled employees, especially in technical areas, will be more difficult.
4. Rapid responses to unanticipated requirements and intelligence demands will be needed, requiring a flexible support structure capable of meeting dynamically changing demands for support services.
5. Covert action operations will receive increased scrutiny from policymakers and may be diminished. Nevertheless, we must stabilize and maintain our capabilities and be responsive to requirements world-wide. Additionally, we must be prepared to respond quickly to terrorists' threats.
6. Operating environments abroad will be increasingly hostile, requiring efforts to enhance the protection of our personnel overseas, to upgrade physical security equipment, and to improve security practices and procedures.
7. Agency management will continue to emphasize long-range and emergency planning.
8. As new technical collection systems are developed, the Directorate will be called upon to support additional general contracting activities, ground stations, logistics systems, and data processing systems.
9. As activities in support of the construction of the new building proceed, we will stabilize our requirements for leased space. Additional space will be acquired to accommodate FY 84 personnel increases and/or operational equipment.

10. Increased use of office automation and data processing resources must be anticipated and will enhance the performance of our mission.

11. Agency management will emphasize the need to investigate and possibly adopt reforms undertaken by other government agencies. In view of the changing environment, there will be a need to conduct studies and reviews to assure that the Directorate is operating in the most efficient manner.